

**SVG**



# **USMC Vision and Strategy 2025 Overview**

**SVG Strategic Communication Brief**

**13 Aug 2008**

**Presented by**

**SVG**

- Mission and Purpose
  - Strategic Vision Group
- Strategic Security Environments
  - Trends
  - Sources of Stress, Instability, and Conflict
  - Projected Threats and Operational Environment
  - Need for/ Purpose of a V&S
- Marine Corps Vision & Strategy 2025
  - Hierarchy and Connectivity
  - Core Competencies
  - Vision Statement
  - Strategy Statement and Objectives
- Force Implications

# SVG Mission and Purpose of the SVG 2025

- Mission

“Analyze the future security environments; identify future operational threats, challenges, opportunities, and risks; recommend requirements, concepts and capabilities; and identify associated DOTMLPF implications in order to assist CMC to posture the Marine Corps for success well into the 21st Century.”

- Purpose

- Provide strategic estimates and assessments of future security environments out to 2025.
- Be the service facilitator and catalyst for strategic long-range issues.
- Assist CMC to posture the Marine Corps for success in the future.

**Start a “Strategic Dialogue” and  
Create an “Institutional Updraft”**

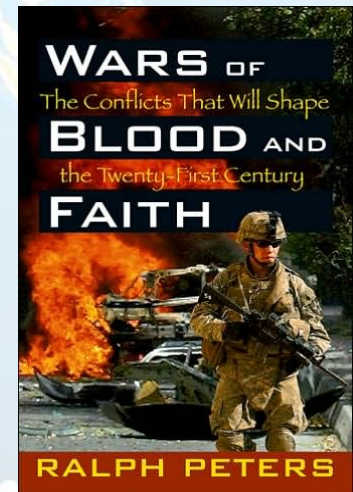
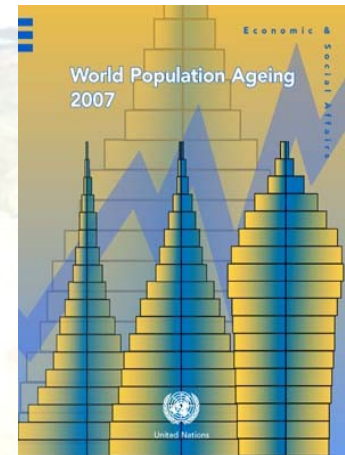


# Strategic Security Environments

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- **Population/Demographics**
  - Graying of developed world and youth bulges in developing worlds
  - Significant urbanization and littoral population concentrations
- **Increased globalization and interdependence**
  - Yields distinct identity-based counter-movements
  - Increased probability/impact of system disruptions, disproportionate effects on US interests
  - Increased vulnerability to transnational terrorists, extremists, and criminals

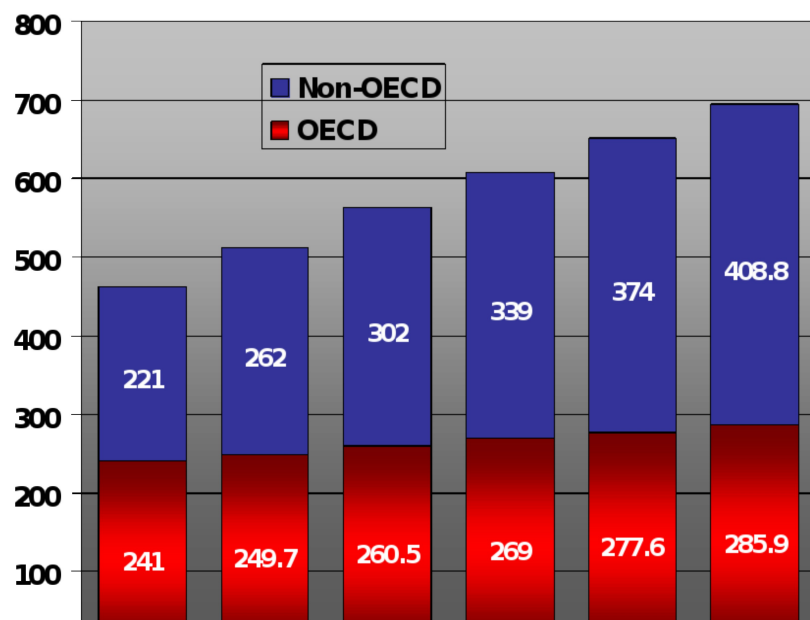


# Strategic Security Environments

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Global Energy Demand 2005-2030  
(QBTUs)



Source: EIA/International Energy Outlook 2008, Reference Case, Table A1

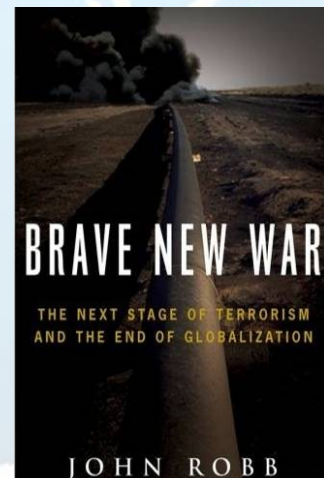
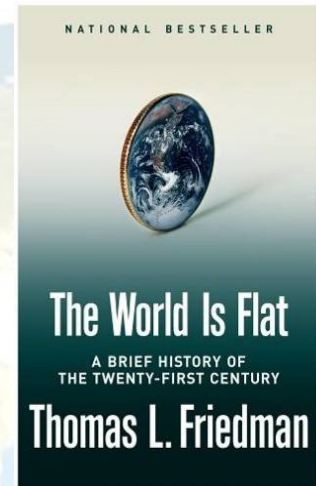
- Growing resource scarcity and competition (energy, water and food)
- Economic and global power shifts toward Asia; rising powers (China and India) and changing alliances; aging of “traditional” Europe

# Strategic Security Environments

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- Continued technology diffusion and accelerated rates of change
  - Info Tech, CBRNE (Chem, bio, radiological, nuclear and explosive) etc.
  - Increased reach and lethality of non-state actors
  - Increased likelihood for disruptive surprise and attacks
- “Arc of Instability” will dominate national security concerns
- Operational character & conduct of warfare continues to blur

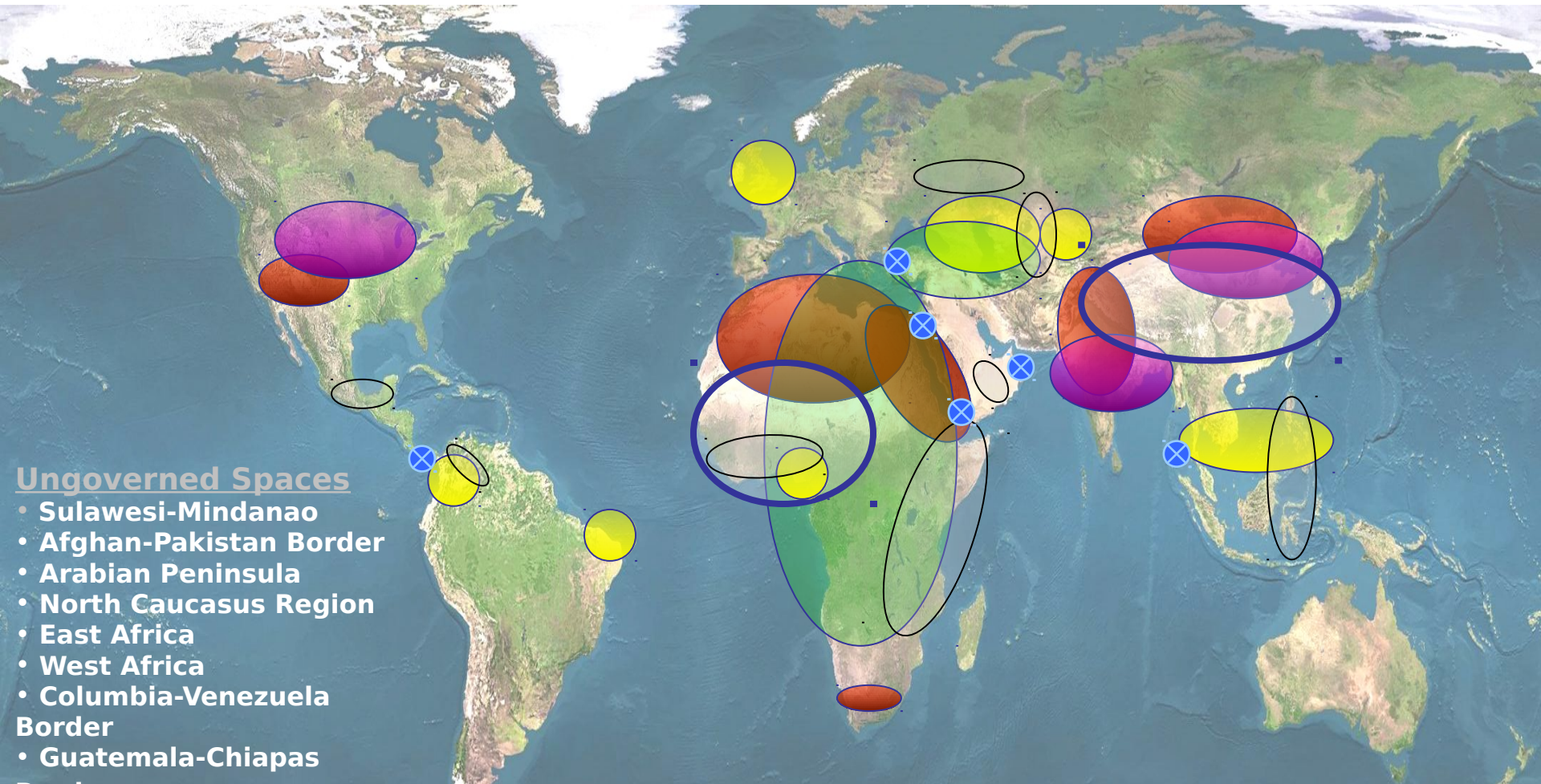




# Sources of Stress & Instability & Conflict

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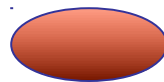
Energy Demand



Urban Stress



Terrorism/Crime



Water Stress



Youth Bulge



Ungoverned



Choke points



# Projected Security Threats

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**HYBRID  
THREATS IN  
COMPLEX  
ENVIRONMEN  
TS**

**"These categories overlap. Actors proficient in one can be expected to try to reinforce their position with methods and capabilities drawn from others."**

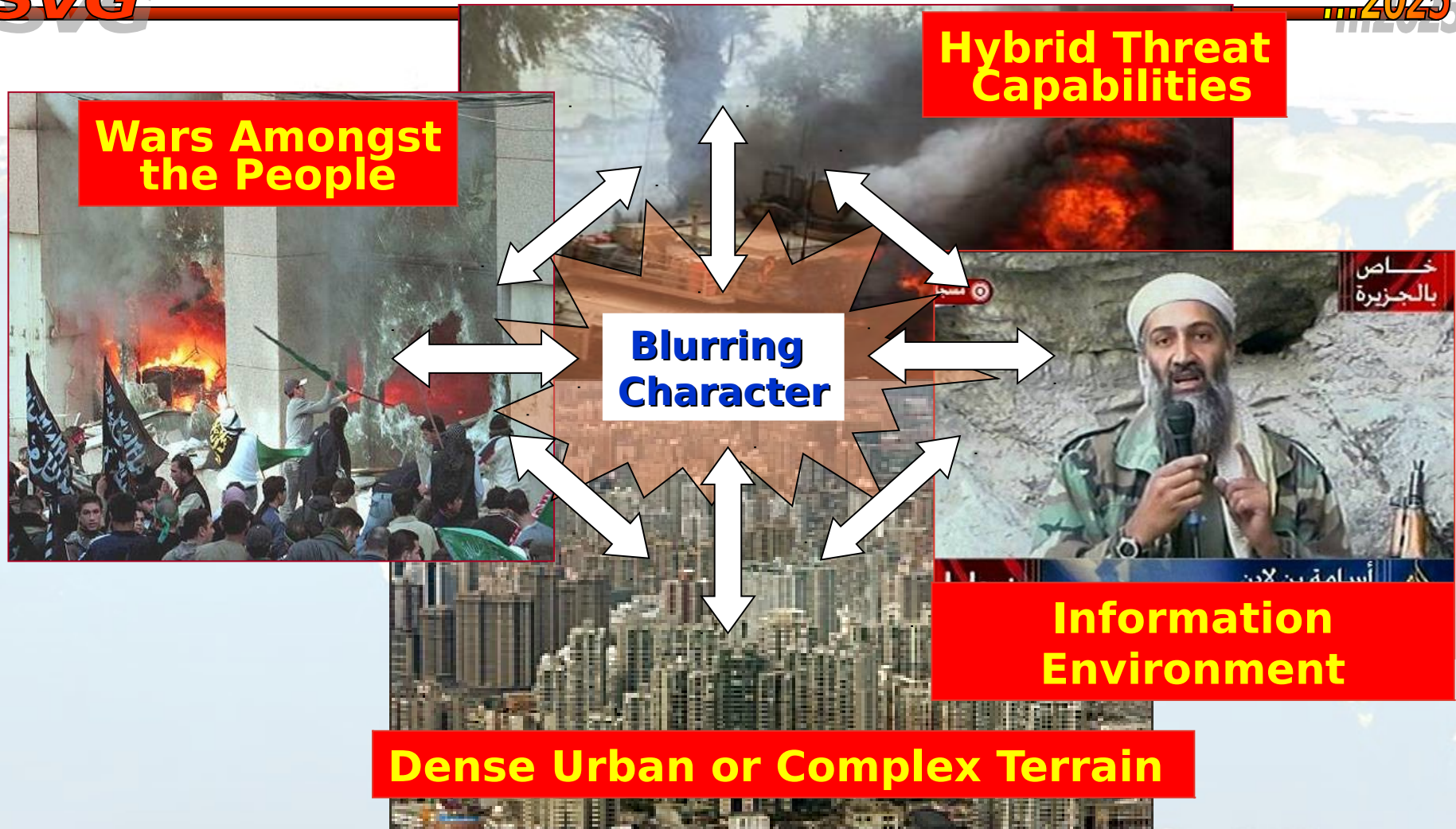
**- National Defense Strategy**



# Complex Operational Environments

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**Hybrid threats exploit the complex terrain of the urban littoral to maximize their disruptive**

# Purpose of a Service Vision & Strategy

- Defines the organization and our ethos
  - Who we are, what we stand for, how we serve
- Sets future direction for the institution
  - Without imposing blinders to new opportunities
- Focuses efforts and investments
  - Informs choices, priorities, tradeoffs
- Informs national decision makers and American people about our specific contributions to the Nation's security

Distinguishes USMC's unique value to the Nation  
A compelling strategic course of action –  
a plan from our current posture to a future end state

# MC V&S 2025



...Signed by CMC 18 June 2008

**“ We must be a two fisted fighter — able to destroy enemy formations with our scalable air-ground-logistics teams in major contingencies, but equally able to employ our hard earned irregular warfare skills honed over decades of conflict.”**

**General Conway**

**Foreword to MC V&S 2025**

**“This document is grounded in the Marine Corps’ identity, ethos, values, and competencies. It serves as the principal strategic planning document for our Corps...Our Service capstone concept and supporting operating concepts will flow from the vision and strategy, as will the more detailed plans of the deputy commandants and subordinate commanders.”**

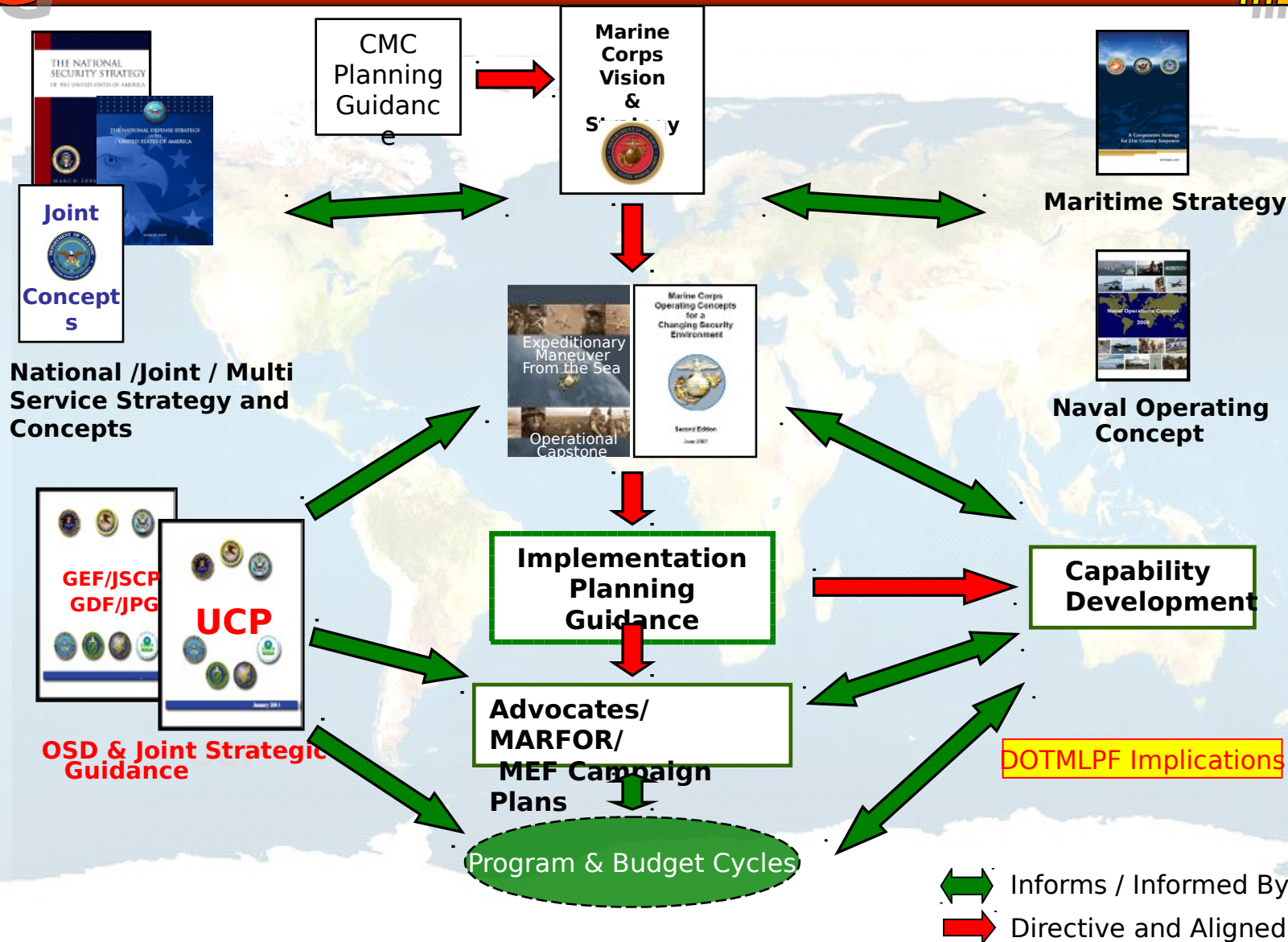
**Purpose Section**

**MC V&S 2025**



# MCV&S 2025

## Hierarchy and Connectivity



# Core Competencies

- The Corps conducts ***persistent forward naval engagement*** and is always prepared to respond as the Nation's force in readiness.
- The Corps employs integrated combined arms across the range of military operations, and can operate as part of a joint or multinational force.
- The Corps provides ***forces and specialized detachments for service aboard naval ships***, on stations, and for operations ashore.
- The Corps conducts joint forcible entry operations from the sea and develops amphibious landing force capabilities and doctrine.
- The Corps ***conducts complex expeditionary operations in the urban littorals and other challenging environments***.
- The Corps ***leads joint/multinational operations and enables interagency activities***.

# Vision Statement

The Marine Corps of 2025 will fight and win our Nation's battles with multicapable MAGTFs, either from the sea or in sustained operations ashore. Our unique role as the ***Nation's force in readiness***, along with our values, enduring ethos, and core competencies, will ensure we remain highly responsive to the needs of combatant commanders in an uncertain environment and against irregular threats. Our future Corps will be increasingly reliant on naval deployment, preventative in approach, leaner in equipment, versatile in capabilities, and innovative in mindset. In an evolving and complex world, we will excel as the Nation's expeditionary "force of choice."



# Strategy Statement

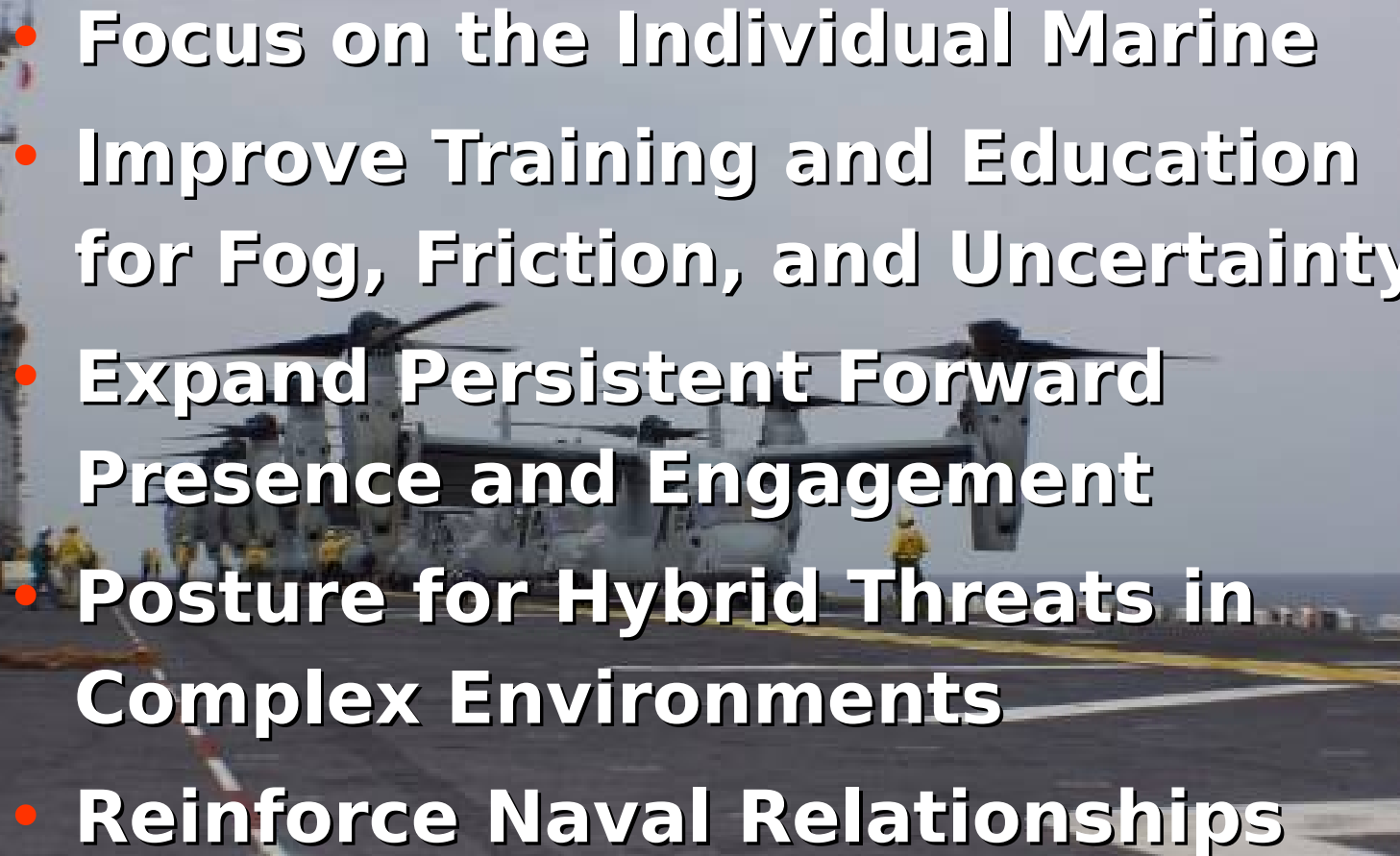
The Marine Corps' unique contribution to national defense is its **role** as the ***Nation's Force-in-Readiness***, able to respond rapidly and decisively to crises anywhere in the world. The Corps will continue to fulfill that role – while improving its combat capability to prevail against emerging threats in complex environments.

The Corps will be:

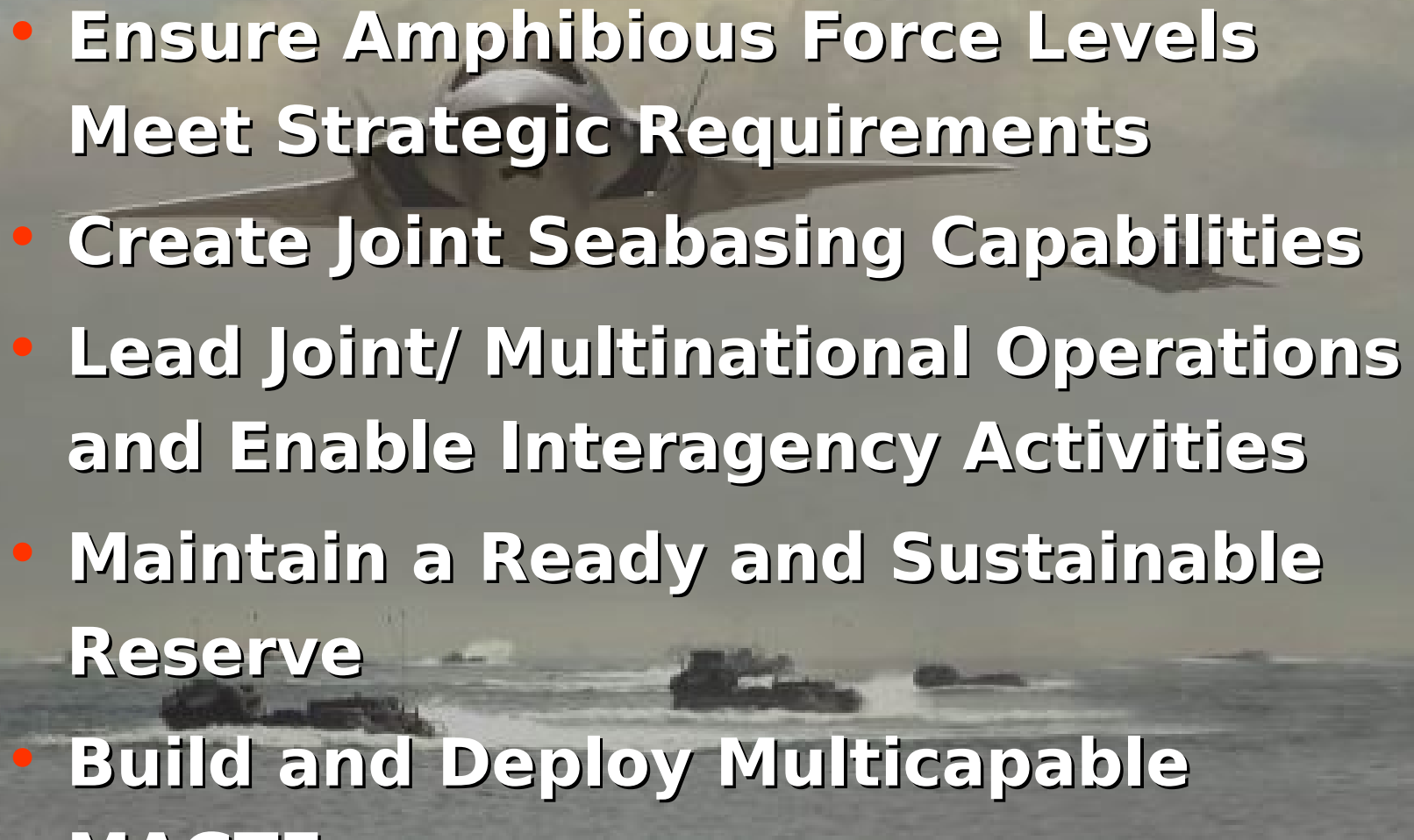
- Organized to execute operations with **lethal and lean MAGTFs** that are mission tailored and able to operate as part of a US naval and joint team
- Optimized to conduct **naval expeditionary operations** while retaining the institutional agility, battlefield flexibility, and initiative to meet constantly changing conditions of war
- Modernized with equipment and logistics that **expand expeditionary capability and preserve our ability to operate from the sea**
- Postured to prevent or respond to crises with **forward positioned MAGTFs**—both afloat and ashore—that are engaged and ready to act decisively in response to combatant commanders' requirements

These methods will be employed in order to provide the Nation unmatched strategic freedom of maneuver and operational flexibility throughout the 21st Century.

# Strategy Objectives

- 
- Focus on the Individual Marine
  - Improve Training and Education for Fog, Friction, and Uncertainty
  - Expand Persistent Forward Presence and Engagement
  - Posture for Hybrid Threats in Complex Environments
  - Reinforce Naval Relationships

# Strategy Objectives

- 
- **Ensure Amphibious Force Levels Meet Strategic Requirements**
  - **Create Joint Seabasing Capabilities**
  - **Lead Joint/ Multinational Operations and Enable Interagency Activities**
  - **Maintain a Ready and Sustainable Reserve**
  - **Build and Deploy Multicapable MAGTFs**



# What is New or Reinforced?

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- Preserve Core Competencies—while stimulating institutional innovation
- Extend current capabilities into new Core Competencies
  - Optimized for Hybrid threats in complex environments
  - Lead & enable joint, combined and interagency operations
- Still Making Marines—
  - Our asymmetric agile weapon platform
- More preventative, persistent forward engagement
- Institutionalized advising & training capability and capacity
- Significantly enhance our “cultural and linguistic” expertise
- Re-establish our Maritime partnership & naval deployment capacity
- Become lighter and leaner—faster but still lethal
- Develop multicapable MAGTFs prepared for complex environments
  - Prevent, Prevail against hybrid threats, Fight and Win in MCO
- Remain expeditionary and innovative in mindset and approach

- **Expeditionary Headquarters**
  - Optimized for amphibious and contingency operations
  - Properly equipped with modern and secure command and control (C2), intelligence, communications, and networking systems
  - Prepared to lead joint and multinational operations, and enable interagency activities
- **Enhanced intelligence systems**--provide useful and timely intelligence to planning and decision making at all levels.
  - Persistent surveillance over an extended but densely complex operational environment
  - Advanced ISR sensors that are linked to users at all echelons
  - Integrated C2 and ISR capabilities down to the squad level
- Further investment in language proficiency and cultural intelligence
- Enhanced intelligence sections
  - Augmented by multicapable teams and specialized equipment from MAGTF intelligence units
- MAGTF communications infrastructure must be resilient and protected from cyber attack



- **Small unit leaders -**

- Training and equipment to credibly perform as strategic NCOs
- Manpower and personnel changes including incentives for demonstrated operational billets
- Training initiatives to develop cohesive units, critical reasoning, and ethical decision-making
- Personnel assignment, training, and education policies must support the imperative of creating/sustaining these leaders



- **Improved fires and maneuver capabilities.**

- Coordinated, precise fires from ground, air, and naval surface fire support platforms
- Fires must be available 24 hours a day, 7 days a week under all weather conditions
- Must rapidly and precisely engage fleeting targets
- Complementary nonlethal systems and discriminate capabilities
- Ground mobility shortfalls must be remedied
- Deployment, employment and force



# ACE Implications

- Marine aviation modernization plan will replace every major aircraft type in our inventory with next-generation capabilities
- Tilt-rotor and STOVL capabilities: greater range, speed, and agility for the MAGTF
  - Enables flexible distributed shipboard and expeditionary airfield basing, rapid response to crises, high sortie generation rates, a small footprint, and improved survivability
- Unmanned aircraft systems (UASs) will provide force-multiplying capabilities, fostering transformational advancements in battlespace command and situational awareness
- Aviation C2 systems will fuse C2, sensor, weapons data, and information to provide a true COP



**The Marine Corps' aviation modernization is designed to improve the warfighting effectiveness, strategic agility, and striking power of the MAGTF and the joint force commander.**

- Goal: lighter/leaner MAGTFs effectively sustained over greater distance
- Must adapt to complex operating environments and deliver critical support to engaged maneuver units
- Logistics must focus on a markedly improved ability to sense what is needed and respond accordingly
  - Requires an integrated and secure logistics operational architecture that identifies the people, processes, and capabilities required to support deployed MAGTFs
  - Will pursue Innovative efforts, such as unmanned cargo delivery systems
- Cradle-to-grave approach to equipment readiness
  - Equipment systems must be lighter, easier to maintain, and consume less power than current systems
- Naval logistics communities move beyond interoperability and seek



***“Our expeditionary Marine Corps requires a logistics capability that is leaner, lighter, and less energy-intensive than the past.”***

# Training and Education System

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- World-class training and education system.
  - Must continue to build thinking, decisive, innovative Marines
- Must reflect the situations, environments, and peoples
  - Prepare junior Marines to make the right decisions in often ambiguous situations where failure to act properly may have far-reaching strategic consequences
  - Instill proficiency to employ supporting intelligence, fires, and information resources
- Moving beyond “Every Marine is a Rifleman,”
  - Emphasize combat leadership, knowledge, and proficiency throughout the continuum of training and education
- Language and cultural communication skills will become integral to our training and education programs
- Modernization of training ranges and areas
  - Enhance live-fire combined arms training capabilities: large-scale scenarios and combined arms exercises to retain unique core capabilities
- Promote PME as a career-long activity and focus on junior Marines.
- Expand PME and leadership training through resident and distance education programs

**The MCU resource challenge “cannot be deferred, and must be met, if the Marine Corps is to maintain its heritage of service to the Nation.”**



# Supporting Establishment

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- **Operating Force Bases and Stations:** critical component of the MAGTF's "fifth element."
  - Integral to our expeditionary character, training, readiness and employment
    - Will focus on individual and unit training and include naval expeditionary considerations
  - Essential to the quality of life of Marines, Sailors, and their families.
  - Remain responsible stewards of the natural and cultural resources aboard our installations
    - Focus on energy conservation
- **Logistics Command**
  - develop concepts to support rapid redeployment of equipment and the ability to reconstitute equipment readiness in complex environments
  - provide agile logistics solutions to support accelerate equipment rotations
- **Operational Reachback Support:** Critical support to forward deployed warfighters necessitates these centers be further developed:
  - Marine Corps Intelligence Activity
  - Marine Corps Warfighting Laboratory
  - Marine Corps Network Operations Security Center
  - Marine Corps Information Operations Center

- *Marine Corps Vision and Strategy 2025* demonstrates institutional commitment to self-examination and innovation.
- Individual Marines are our most potent weapons.
- Multicapable MAGTFs — and the ships that enable them to operate and act with decision and dispatch in the littorals — are cost effective investments.
- Our future Corps will be....
  - increasingly reliant on naval deployment,
  - preventative in approach,
  - leaner in equipment,
  - versatile in capabilities, and
  - innovative in mindset.

**More than ever, the Nation requires an expeditionary force in readiness. We are, and will remain, prepared to fight and win when and where our Nation calls.**

# Questions, Comments or Recommendations?





# Principal Force Implications

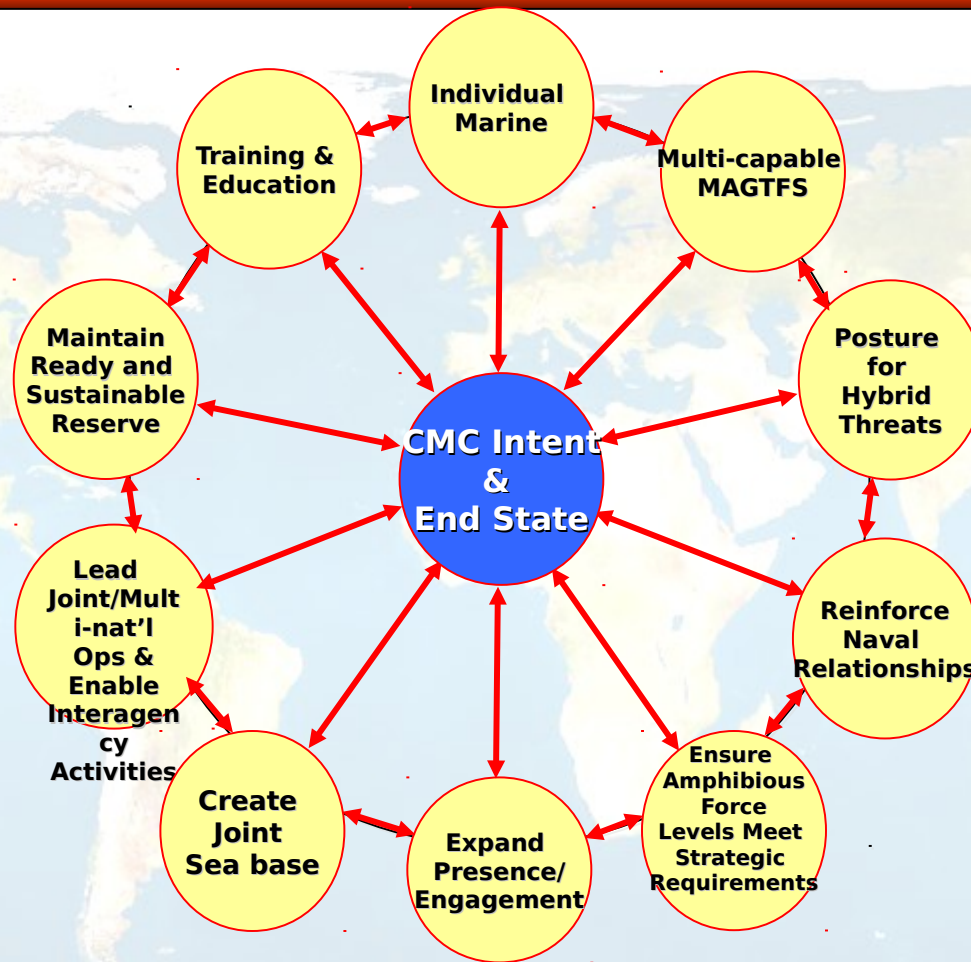
- **Ensure the presence of the Strategic NCOs across the force**
  - Stability in the unit
  - Training and Education
  - Incentives to serve in units
- **Fully enable decentralized MAGTF operations**
  - Organize and train for disaggregated MAGTF Ops
  - C2 & ISR to the lowest tactical level
  - Discriminate and responsive fires
- **Enhance tactical mobility - all domains**
  - Assault support - small unit vertical lift
  - Protected ground maneuver
  - Significantly lighten the combat load
- **Increase effectiveness in the Information Environment**
  - Information Operations- 7<sup>th</sup> warfighting function
  - Roles, functions, responsibilities - institutional support
  - Cultural terrain



# Visualizing the Strategy

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Achieving the end state described in *Marine Corps 2025 Vision & Strategy* requires a deliberate and iterative process responsive to external factors (new leadership, fiscal realities, etc). The Vision and Strategy drives the Capstone Operational Concept, Implementation Guidance and the Advocate's Campaign Plans

# Strategy Logic Crosswalk

| <b><u>ENDS</u></b><br><b>(Vision)</b>   | <b><u>WAYS</u></b><br><b>(Strategy Obj)</b>                       | <b><u>MEANS</u></b><br><b>(Principal Force Implications)</b>  |
|---|---|---|
| Dedicated to Making Marines, multicapable MAGTFs, prepared to live hard in uncertain/chaotic environments   | Focus on the Individual Marine                                    | Recruiting/retention program, first-class class training and education systems, expansion of Marine Corps University (MCU), greater realism in training and education; build and sustain more capable small unit leaders, field Improved Equipment (Lighter, more lethal, increased Situational Awareness)  |
| Adaptable and innovative Marines educated and trained to understand/defeat adversaries in complex conflicts | Improve Training and Education for Fog, Friction, and Uncertainty | First class Training, enhancements to MCU/ Education, accurate training and education that reflects the situations, environments, and people; small unit training for complex terrain, improved ground tactical mobility and assault support, lighten the load of the Individual Marine, train to potentially operate in a decentralized manner, increase ability to effectively operate in the information environment |
| Increasingly reliant on naval deployment, preventative in approach, prepared to rapidly engage or respond   | Expand Persistent Forward Presence & Engagement                   | MEU, SPMAGTFs, Organic training and advisory groups (MEF), Global Fleet Stations, continued integration of naval logistics  |
|   | Lead Joint/ Multinational and Enable Interagency Activities       | Tailorable CEs within MEF, Command, Control, Communications, Computer (C4), & ISR investments, Emerald Express, Exchange/Liaison Officer, MCU programs, support to Interagency Consortium for Complex Ops   |
| Adaptable Naval Expeditionary Force deployed  | Better Posture for Hybrid Threats in                              | Regional focus, Language skills and cultural communication, Culture, Urban Training, Aviation C4 & ISR, Information Operations capability, Civil  |



# Strategy Logic Crosswalk

| <b><u>ENDS</u></b><br><b>(Vision)</b>   | <b><u>WAYS</u></b><br><b>(Strategy Obj)</b>                | <b><u>MEANS</u></b><br><b>(Principal Force Implications)</b>   |
|---|--|--|
| Littoral & Naval in character, focused on sustainable expeditionary operations                              | Reinforce Naval Relationships                              | Embarked MAGTFs to Navy commands, man boarding parties in support of maritime interception operations, support noncombatant evacuation operations, conduct security cooperation activities and training  |
|   | Ensure Amphibious Force Levels Meet Strategic Requirements | Assault Echelon for 2 MEB equivalents (reinforced by a 3 <sup>rd</sup> MEB through MPF(F)), assets for presence, theater security cooperation, and crisis response   |
|   | Create Joint Seabasing Capabilities                        | Need for MPF(F), High Speed Vessels, Connectors  |
| Adaptable and Flexible Marine Corps capable of providing more MAGTFs that are fully capable across the ROMO | Maintain a Ready and Sustainable Reserve                   | Sufficient numbers of properly-structured common/ interchangeable total force modules across the MAGTF.  |
| Lean, agile, and adaptable MAGTFs More capable across ROMO  | Build and Deploy Multicapable MAGTFs                       | Force Expansion for 3 balanced MEFs, primacy of MAGTFs across ROMO, tailorable CEs within MEF, Intelligence, Large Scale Exercises, All Weather Fires, Tactical Mobility, Assault Support, NSFS. MAGTF to Company-level operations, provide further incentives to small unit leaders |

# Strategic Communication Calendar

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| January <input checked="" type="checkbox"/>         | February <input checked="" type="checkbox"/> | March <input checked="" type="checkbox"/> | April <input checked="" type="checkbox"/> | May <input checked="" type="checkbox"/> | June <input checked="" type="checkbox"/> | July <input checked="" type="checkbox"/>                         |
|---|--|---|---|---|--|--|
| EOS   | FAA Workshop                                 | CD&I Potential Gaps OPT                   | USMC-USN Warfighters Conf.                | C4 OAG                                  | Vision Video Release                     | EOS <input checked="" type="checkbox"/>                          |
| Vision/ Strategy Brief to DCs, MEFs, Assoc. 3 Stars | Retired GOS                                  | TECOM/ TLS                                | EOS                                       | TECOM SAW/ CSC                          | Document Release (E-copy)                | MC Gazette-meeting <input checked="" type="checkbox"/>           |
| Ops Summit  | Former CMC Advisory Group                    | CNAS Pre-brief                            | TECOM/ Senior Enl. PME                    | GCE OAG                                 | MC Times Interview- Pub 14 July          | Infantry Ops Chief Symposium <input checked="" type="checkbox"/> |
| FAA Workshop  | EW 08 FPC                                    | Posture Statement Hearing (HASC)          | JFCOM J9 Conf. MCCDC                      | TFS Uncompensated Review Board          | Ops Summit                               | Sgt Maj Sympos. <input checked="" type="checkbox"/>              |
| POM Working Group                                   | Retired GO Advisory Group                    |   | USMC-USAF Warfighter Talks                | Former CMC Advisory Group               | TECOM                                    | MARADMIN <input checked="" type="checkbox"/>                     |
| PA&E, OSD   | AD GO Advisory Group                         |   | J5, Joint Staff                           | Retired GO Advisory Group               | Maritime Strategy Forum                  | CMC Fellows/ TLS <input checked="" type="checkbox"/>             |
| J5, Joint Staff                                     | TECOM/ EWS                                   |   | J3, Joint Staff                           | J3, Joint Staff                         | Inside The Navy                          | Marines TV/ MCNews- PA <input checked="" type="checkbox"/>       |
| Japanese Counterpart Visit                          | CMC CENTCOM trip (media invite)              |   |   | Navy N3/ N5                             | JFCOM Conference                         | Sea Power Mag <input checked="" type="checkbox"/>                |
|   | Posture Statement Hearing (SASC)             |   |   | CSBA                                    | Worldwide Commandants Conference         | Nat'l Def. Mag <input checked="" type="checkbox"/>               |
|   |  |   |   | CNAS edit/ lunch                        | Veteran's Org.                           | HASC Sub. IW/JIEDDO brief <input checked="" type="checkbox"/>    |
|   |  |   |   | OLA -Review                             |  |  |

Tier 1

Tier 2

Tier 3

☒ Complete

# Strategic Communication Calendar

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| August                            | September              | October                 | November | December | January | February    |
|-----------------------------------|------------------------|-------------------------|----------|----------|---------|-------------|
| Newport TLS brief                 | Modern Day Marine Expo | CD&I Potential Gaps OPT |          |          | EOS     | Retired GOS |
| Force Synch. Conference           | AA GOSC                | EOS/GOS                 |          |          |         |             |
| TECOM/ SAW                        | Col's breakfast        | Modern Day Marine Expo  |          |          |         |             |
| ExecSumm & Full document mail out | QIG                    | Modern Day Marine Expo  |          |          |         |             |
| POM Working Group- FNA            | MC Gazette             | Congressional Fellows   |          |          |         |             |
| CNO Brief- TBD                    | Proceedings            |                         |          |          |         |             |
| TECOM/ EWS                        | Sea Power Mag.         |                         |          |          |         |             |
| TECOM/ C&S                        | Nat'l Def. Mag         |                         |          |          |         |             |
| ExecSumm Release (E-copy)         | Modern Day Marine Expo |                         |          |          |         |             |
| V&S- SYSCOM                       | OLA Staff- Pentagon    |                         |          |          |         |             |
| IMEF Road Show                    | USMC House LNO         |                         |          |          |         |             |
| Air Force Fellows                 | USMC Senate LNO        |                         |          |          |         |             |
| CNAS                              |                        |                         |          |          |         |             |

Tier 1

Tier 2

Tier 3

☒ Complete



# Strategic Communication Audiences

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Recommended Audiences, by priority:

- Internal to DOD
  - Marine Corps (Tier 1)
  - Navy (Tier 1)
  - COCOMs (Tier 2)
  - DOD (Tier 2)
- External
  - US Congress (Tier 3)
  - American Public (Tier 3)
  - Interagency (Tier 3)
  - Allies (Tier 3)